



ECONOMIC IMPACT OF MARYLAND'S MINORITY BUSINESS ENTERPRISE (MBE) PROGRAM FISCAL YEAR 2009

Prepared by

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GOVERNOR'S OFFICE OF MINORITY AFFAIRS

**MARTIN O'MALLEY, GOVERNOR
ANTHONY G. BROWN, LT. GOVERNOR
LUWANDA W. JENKINS, SPECIAL SECRETARY**

ECONOMIC IMPACT OF MARYLAND'S MINORITY BUSINESS ENTERPRISE PROGRAM FISCAL YEAR 2009

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MESSAGE FROM GOVERNOR MARTIN O'MALLEY



Maryland is home to a strong and diverse community of nearly 250,000 minority and women-owned firms. Our progress as a State depends on their continued success and prosperity.

Maryland's Minority Business Enterprise (MBE) Program is stronger than ever. We have increased opportunities to minority and women-owned firms to record levels, and leveraged MBE initiatives to help create or save more than 18,900 jobs. During Fiscal Year 2009, the State paid over \$1 billion to minority and women-owned firms. The economic impact of that amount resulted in the return to the State of \$1.70 for every dollar. The State also received over \$600 million in wages and approximately \$41 million in State and local tax revenues.

The O'Malley-Brown Administration is committed to promoting efforts to create and protect jobs. Recently, I signed into law the Job Creation and Recovery Tax Credit, which offers a \$5,000 tax credit for every unemployed Marylander a company hires. I also signed a bill to modernize the State's unemployment insurance trust fund, and maintain its solvency by leveraging federal funds.

The State continues to maintain its reputation as a national leader in the area of MBE. We will continue in our efforts to maintain the success of the State's MBE Program, while creating and expanding opportunities that will help grow and strengthen Maryland's minority and women-owned firms.

Sincerely,

A handwritten signature in black ink, reading "Martin O'Malley". The signature is stylized with a large, looping "M" and "O".

Martin O'Malley
Governor

MESSAGE FROM SPECIAL SECRETARY LUWANDA W. JENKINS



Maryland's Minority Business Enterprise (MBE) Program and the minority and women-owned firms that participate in the Program are a vital part of the State's economic strength. For over 30 years Maryland's MBE initiative has been a national trailblazer leading the way in creating and steadily increasing opportunities for minority firms to participate at record levels.

The success of Maryland's MBE Program provides far reaching benefits to the State, and I am pleased to share with you the results of an economic impact study on Maryland's MBE Program conducted by the Office of Research of the Maryland Department of Housing and Community Development. The study quantifies the true economic benefit derived from the minority and women-owned firms who received payments as

prime and subcontractors on \$1 billion in State of Maryland contracts and procurement activity during Fiscal Year 2009.

The evidence is clear – Maryland's MBE Program creates jobs, generates tax revenues, and supports the economic development in all parts of the community. Once regarded as a socio-economic program, we are now writing a new script to ensure that Maryland's MBE Program and the MBE firms who participate continue to grow and prosper.

Maryland's minority and women-owned firms helps to sustain our economy to a level unmatched anywhere else in the country. We will continue to strengthen our commitment to providing access to information, resources, and opportunities that will aid in their continued success.

Sincerely,



Luwanda W. Jenkins
Special Secretary

ECONOMIC IMPACT OF MARYLAND'S MINORITY BUSINESS ENTERPRISE PROGRAM FISCAL YEAR 2009

EXECUTIVE SUMMARY

The Maryland Minority Business Enterprise (MBE) Program was established in 1978 to assist small minority and women-owned firms in gaining greater access to State government contract and procurement opportunities. The MBE Program supports the State's economic development goals of job creation, expanded industry and increased tax revenues. The benefits of the program are not limited to the minority enterprises. Through secondary financial transactions between MBEs and other industries and institutions, the program reaches well beyond the Maryland minority network. These transactions help employ many Marylanders in manufacturing, transportation, utilities, financial services, retail and other supporting establishments. The Office of Research of the Maryland Department of Housing and Community Development in collaboration with the Governor's Office of Minority Affairs estimated the direct, secondary and total economic impacts resulting from MBE procurement payments by 62 State agencies across Maryland in FY 2009.

The Maryland Department of Transportation is the agency designated to certify, recertify, and decertify minority business enterprises. The certified minority enterprises include any legal entity, other than a joint venture, organized to engage in commercial transactions, which is at least 51% owned, managed, and controlled by one or more minorities or a non-profit entity organized to promote the interests of the physically or mentally disabled. Minority enterprises include the following socially or economically disadvantaged groups: African American; Asian; Hispanic; Native American; women; physically or mentally disabled; non-profits — organized to promote the interests of physically or mentally disabled individuals; and Certified Sheltered Workshops.

Maryland MBE procurement payments totaled over \$1.0 billion in FY 2009, including \$647.6 million in prime contract payments -- or 64.0% of all MBE payments -- and \$364.7 million in subcontract payments, accounting for the remaining 36.0% of the payments. A total of \$238.3 million was spent on goods and services procured from women-owned enterprises, representing 23.5% of all MBE payments, the largest share among all MBE classifications. About 16.6% of all MBE prime contract payments and 35.8% of MBE subcontract payments went to women-owned MBEs. Expenditures on procurements from non-profit enterprises totaled \$218.8 million or 21.6% of the total, the second largest share. The bulk of these expenditures (98.8%) were prime contract payments. Within MBE prime contract payments, non-profit enterprises accounted for 33.4%, the largest share. Procurement payments to Sheltered Workshops were \$203.1 million or 20.1% of the total, the third largest share. African American enterprises with \$183.9 million or 18.2% of the total received the fourth largest share among various minority groups and the largest segment of the MBE subcontract payments (39.4%) statewide. MBE payments to Asian enterprises totaled \$95.8 million or 9.5% of the total, followed by payments to Hispanic establishments (\$65.2 million or 6.4%), Native American firms (\$6.8 million or 0.7%), and the disabled (\$314,634 million or 0.03%).

In FY 2009, State agencies reported payments on MBE prime contracts and MBE subcontracts in the amount of \$1,012 million across the region (Exhibit 1). MBE spending in Maryland communities totaled \$943.4 million or 93.2% of all MBE expenditures. These expenditures helped support 12,051 direct full-time equivalent jobs, \$362.3 million in direct wages and salaries, and about \$24.5 million in selected direct State and local tax receipts. The secondary impacts of the MBE Program, or the economic spin-off, include \$675.7 million in expenditures, 6,855 jobs, \$246.8 million in wages and salaries, and about \$21.6 million in State and local tax revenues. The total economic impact of the MBE Program -- sum of the direct and secondary impacts -- amounted to \$1.6 billion in expenditures, 18,906 jobs, \$609.1 million in wages and salaries, and about \$41.1 million in State and local tax revenues. Every \$1 million of State funds paid to businesses in the MBE Program helped support a total of 18.7 full-time equivalent jobs and \$40,622 in State and local tax receipts throughout Maryland. The MBE Program generated a total of \$1.7 in total economic impact per dollar of State procurement expenditures.

MBE spending on prime contracts in Maryland was \$627.3 million in FY 2009, representing 96.9% of all in-state and out-of-state spending on MBE prime contracts and 66.5% of all in-state spending for both MBE prime and MBE subcontracts. Local expenditures on MBE prime contracts resulted in an overall economic impact of \$1,087 million, helped support a total of 14,358 jobs and produced an estimated \$28.0 million in selected State and local tax receipts.

MBE spending on subcontracts in Maryland totaled \$316.2 million, representing 86.7% of all in-state and out-of-state spending on MBE subcontracts and 33.5% of all in-state MBE expenditures. These expenditures resulted in an overall economic impact of \$531.8 million, supported a total of 4,548 jobs and generated an estimated \$13.1 million in selected State and local tax receipts.

The State of Maryland's Minority Business Enterprise Program is enormously impactful and generates important distributional consequences. The Program bolsters the size of Maryland's economy by \$1.6 billion, provides support for nearly 19,000 jobs, and returns more than \$41 million to State coffers. While the magnitude of these impacts is impressive, the fact that associated employment is disproportionately available to communities that often lack proportionate entrepreneurial vigor makes the Program that much more important. A significant fraction of MBE firms also provide important services to their communities, including human and educational services that support improved quality of life.

*Anirban Basu, President and CEO
Sage Policy Group, Inc.*

Exhibit 1
Economic Impact of Maryland's Minority Business Enterprise Program
Fiscal Year 2009

All MBE Payments	
All in-state and out-of-state MBE spending (\$millions)	\$1,012.3
MBE spending in Maryland communities (\$millions)	\$943.4
Percent of All MBE spending	93.2%
Economic impact statewide (\$millions)	\$1,619.1
Wages and salaries (\$millions)	\$609.1
Number of jobs supported	18,906
State and local taxes generated (\$millions)	\$41.1
Economic impact per dollar of in-state spending	\$1.7
Prime Contract Payments	
All in-state and out-of-state prime MBE spending (\$millions)	\$647.6
Prime MBE spending in Maryland communities (\$millions)	\$627.3
Percent of all in-state and out-of-state prime MBE spending	96.9%
Percent of all in-state MBE spending in Maryland	66.5%
Economic impact statewide (\$millions)	\$1,087.3
Wages and salaries (\$millions)	\$417.1
Number of jobs supported	14,358
State and local taxes generated (\$millions)	\$28.0
Economic impact per dollar of in-state spending	\$1.7
Subcontract Payments	
All in-state and out-of-state subcontract MBE spending (\$millions)	\$364.7
Subcontract MBE spending in Maryland communities (\$millions)	\$316.2
Percent of all in-state and out-of-state subcontract MBE spending	86.7%
Percent of all in-state MBE spending in Maryland	33.5%
Economic impact statewide (\$millions)	\$531.8
Wages and salaries (\$millions)	\$191.9
Number of jobs supported	4,548
State and local taxes generated (\$millions)	\$13.1
Economic impact per dollar of in-state spending	\$1.7

ECONOMIC IMPACT OF MARYLAND'S MINORITY BUSINESS ENTERPRISE PROGRAM FISCAL YEAR 2009

INTRODUCTION

The Maryland Minority Business Enterprise (MBE) Program was established in 1978 to assist small, minority and women-owned firms in gaining greater access to State government contract and procurement opportunities. Initially, the program required that State procurement agencies spend at least 10% of their procurement dollars with certified minority firms. The procurement agencies include any principal department or independent unit of the Executive Branch of the State. In 1995, the 10% spending goal was increased to 14%, and in 2001, it was increased to the current goal of 25% – the highest in the nation – with sub-goals of 7% for African American and 10% for Women-owned businesses.

The Governor's Office of Minority Affairs (GOMA) is the agency responsible for statewide oversight of the MBE Program and serves in an advisory capacity to the Governor on key MBE issues in the State. GOMA directs the managerial and organizational framework of the MBE Program – by developing MBE Program policies and procedures for State procurement agencies and providing support and monitoring to ensure compliance. The Maryland Department of Transportation is the agency designated to certify, recertify, and decertify minority business enterprises. A procurement agency may not permit a business to participate in procurement as a certified MBE unless the Department of Transportation has certified the business as a minority business enterprise.

The certified minority enterprises include any legal entity, other than a joint venture, organized to engage in commercial transactions, which is at least 51% owned, managed, and controlled by one or more minorities or a non-profit entity organized to promote the interests of the physically or mentally disabled. Minority enterprises include the following socially or economically disadvantaged groups: African American; Asian; Hispanic; Native American; women; physically or mentally disabled; non-profits — organized to promote the interests of physically or mentally disabled individuals; and Certified Sheltered Workshops. The latter includes an entity, the net income of which does not inure in whole or in part to the benefit of any shareholder or other individual that is:

- Organized under the laws of the United States or the State of Maryland;
- Accredited by the Division of Vocational Rehabilitation of Department of Education;
- Operated in the interests of handicapped individuals; and
- Certified as a sheltered workshop by the Wage and Hour Division of the United States Department of Labor.

Maryland's MBE Program supports the State's economic development goals of job creation, expanded industry and increased tax revenues. The benefits of the MBE Program are not limited to the retention and expansion of output, jobs and incomes in minority enterprises. Through secondary financial transactions between MBEs and other industries and institutions,

the MBE Program reaches well beyond the Maryland minority network. These transactions help employ many Marylanders in manufacturing, transportation, utilities, financial services, retail and other supporting establishments.

The Office of Research of the Maryland Department of Housing and Community Development in collaboration with the Governor's Office of Minority Affairs (GOMA) estimated direct, secondary and total economic impacts resulting from the MBE procurement expenditures in FY 2009. The direct economic benefits represent the MBE procurement payments by 62 State agencies across Maryland. The businesses supporting the operations of the minority enterprises, in turn, must increase their own transactions – produce, restock inventories and transport – to meet the demands of the principal enterprises. These backward supplier effects are identified as indirect impacts. The increased worker payrolls associated with these direct and indirect economic activities are then largely spent on household consumer items. This forward spending and the resultant increases in economic activity are identified as induced impacts. All indirect and induced economic impacts of the MBE Program are estimated using the Resource Allocation Model of Maryland Department of Housing and Community Development (RAM-DHCD), based on the nationally known IMPLAN input-output system of the University of Minnesota IMPLAN Group.

MBE PAYMENTS BY CLASSIFICATION

Maryland MBE procurement payments in FY 2009 totaled \$1.0 billion, including \$647.6 million in prime contract payments -- or 64.0% of all MBE payments -- and \$364.7 million in subcontract payments, accounting for the remaining 36.0% of the payments. A total of \$238.3 million was spent on goods and services procured from women-owned enterprises, representing 23.5% of all MBE payments, the largest share among all MBE classifications (Chart 1 and Table 1). About 16.6% of all MBE prime contract payments and 35.8% of MBE subcontract payments went to women-owned MBEs. Expenditures on procurements from non-profit enterprises totaled \$218.8 million or 21.6% of the total, the second largest share. The bulk of these expenditures (98.8%) were prime contract payments. Within MBE prime contract payments, non-profit enterprises accounted for 33.4% of the expenditures, the largest share. Payments on procurements from Sheltered Workshops were \$203.1 million or 20.1% of the total, the third largest share. African American enterprises with \$183.9 million or 18.2% of the total received the fourth largest share among various minority groups and the largest segment of the MBE subcontract payments (39.4%) statewide. MBE payments to Asian enterprises totaled \$95.8 million or 9.5% of the total, followed by payments to Hispanic establishments (\$65.2 million or 6.4%), Native American firms (\$6.8 million or 0.7%), and the disabled (\$314,634 million or 0.03%).

CHART 1
DISTRIBUTION OF MBE PAYMENTS BY CLASSIFICATION: FY 2009

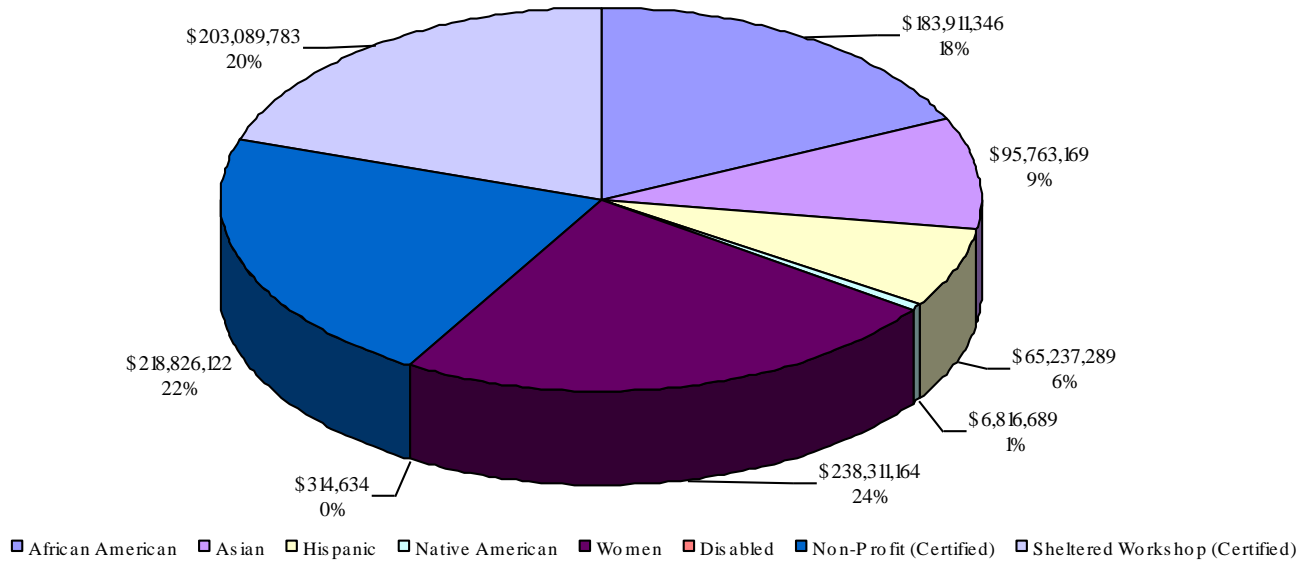


TABLE 1
VALUE AND DISTRIBUTION OF MBE PAYMENTS BY CLASSIFICATION: FY 2009

Classification	Prime Payments			Subcontract Payments			All Payments	
	Value	% of Class	% of Total Value	Value	% of Class	% of Total Value	Value	% of Total Value
African American	\$40,219,981	21.9%	6.2%	\$143,691,365	78.1%	39.4%	\$183,911,346	18.2%
Asian	\$50,879,224	53.1%	7.9%	\$44,883,944	46.9%	12.3%	\$95,763,169	9.5%
Hispanic	\$29,081,597	44.6%	4.5%	\$36,155,692	55.4%	9.9%	\$65,237,289	6.4%
Native American	\$73,355	1.1%	0.0%	\$6,743,334	98.9%	1.8%	\$6,816,689	0.7%
Women	\$107,687,757	45.2%	16.6%	\$130,623,407	54.8%	35.8%	\$238,311,164	23.5%
Disabled	\$242,934	77.2%	0.0%	\$71,700	22.8%	0.0%	\$314,634	0.0%
Non-Profit	\$216,308,208	98.8%	33.4%	\$2,517,914	1.2%	0.7%	\$218,826,122	21.6%
Sheltered Workshop	\$203,089,783	100.0%	31.4%	\$0	0.0%	0.0%	\$203,089,783	20.1%
Total	\$647,582,838	64.0%	100.0%	\$364,687,357	36.0%	100.0%	\$1,012,270,195	100.0%

Source: Governor's Office of Minority Affairs

MBE PAYMENTS BY JURISDICTION

Table 2 shows the value and distribution of MBE payments by jurisdiction for FY 2009. Procurement payments to the MBEs in Baltimore County totaled \$170.7 million or 16.9% of all MBE payments, the largest share among all Maryland jurisdictions. The MBE enterprises of Baltimore City with \$144.0 million, or 14.2% of the total, received the second largest share of the MBE payments, followed by the MBEs in Howard County (\$106.8 million or 10.6%), Anne Arundel County (\$96.8 million or 9.6%), Montgomery County (\$91.1 million or 9.0%), and Prince George's County (\$88.7 million or 8.8%). Together, these jurisdictions account for 69.0% of all MBE expenditures. A total of \$68.9 million or 6.8% of all payments were for goods and services supplied by out-of-state MBEs, while \$86.2 million or 8.5% of all MBE payments went to Maryland minority enterprises with multiple locations statewide.

TABLE 2
VALUE AND DISTRIBUTION OF MBE PAYMENTS BY JURISDICTION: FY 2009

Jurisdiction	Prime Payments			Subcontract Payments			All Payments	
	Value	% of Jurisdiction	% of Value	Value	% of Jurisdiction	% of Value	Value	% of Value
Allegany	\$6,406,455	45.7%	1.0%	\$7,605,845	54.3%	2.1%	\$14,012,300	1.4%
Anne Arundel	\$69,916,527	72.3%	10.8%	\$26,848,833	27.7%	7.4%	\$96,765,360	9.6%
Baltimore	\$98,432,756	57.7%	15.2%	\$72,266,271	42.3%	19.8%	\$170,699,027	16.9%
Baltimore City	\$75,927,152	52.7%	11.7%	\$68,121,439	47.3%	18.7%	\$144,048,591	14.2%
Calvert	\$10,805,179	98.0%	1.7%	\$220,201	2.0%	0.1%	\$11,025,380	1.1%
Caroline	\$8,605,610	100.0%	1.3%	\$0	0.0%	0.0%	\$8,605,610	0.9%
Carroll	\$6,911,887	39.7%	1.1%	\$10,502,560	60.3%	2.9%	\$17,414,447	1.7%
Cecil	\$5,902,887	100.0%	0.9%	\$2,470	0.0%	0.0%	\$5,905,357	0.6%
Charles	\$316,925	11.5%	0.0%	\$2,427,122	88.5%	0.7%	\$2,744,046	0.3%
Dorchester	\$4,333,599	99.8%	0.7%	\$6,717	0.2%	0.0%	\$4,340,316	0.4%
Frederick	\$4,780,776	67.3%	0.7%	\$2,322,825	32.7%	0.6%	\$7,103,601	0.7%
Garrett	\$3,751,843	97.3%	0.6%	\$104,615	2.7%	0.0%	\$3,856,459	0.4%
Harford	\$8,983,009	35.1%	1.4%	\$16,577,592	64.9%	4.5%	\$25,560,601	2.5%
Howard	\$67,884,051	63.5%	10.5%	\$38,969,661	36.5%	10.7%	\$106,853,712	10.6%
Kent	\$0	0.0%	0.0%	\$0	0.0%	0.0%	\$0	0.0%
Montgomery	\$64,246,495	70.5%	9.9%	\$26,870,464	29.5%	7.4%	\$91,116,960	9.0%
Other State	\$20,331,336	29.5%	3.1%	\$48,532,332	70.5%	13.3%	\$68,863,668	6.8%
Prince George's	\$58,495,211	66.0%	9.0%	\$30,164,518	34.0%	8.3%	\$88,659,728	8.8%
Queen Anne's	\$3,150,412	91.2%	0.5%	\$303,001	8.8%	0.1%	\$3,453,413	0.3%
Somerset	\$6,921,540	96.9%	1.1%	\$217,937	3.1%	0.1%	\$7,139,476	0.7%
St. Mary's	\$724,687	95.9%	0.1%	\$31,295	4.1%	0.0%	\$755,982	0.1%
Talbot	\$444,349	39.2%	0.1%	\$689,824	60.8%	0.2%	\$1,134,173	0.1%
Washington	\$23,788,673	93.7%	3.7%	\$1,596,231	6.3%	0.4%	\$25,384,904	2.5%
Wicomico	\$18,417,077	90.2%	2.8%	\$1,992,716	9.8%	0.5%	\$20,409,793	2.0%
Worcester	\$54,432	27.1%	0.0%	\$146,494	72.9%	0.0%	\$200,926	0.0%
Statewide	\$78,049,969	90.5%	12.1%	\$8,166,395	9.5%	2.2%	\$86,216,364	8.5%
Total	\$647,582,838	64.0%	100.0%	\$364,687,357	36.0%	100.0%	\$1,012,270,195	100.0%

Source: Governor's Office of Minority Affairs

MBE PAYMENTS BY INDUSTRY

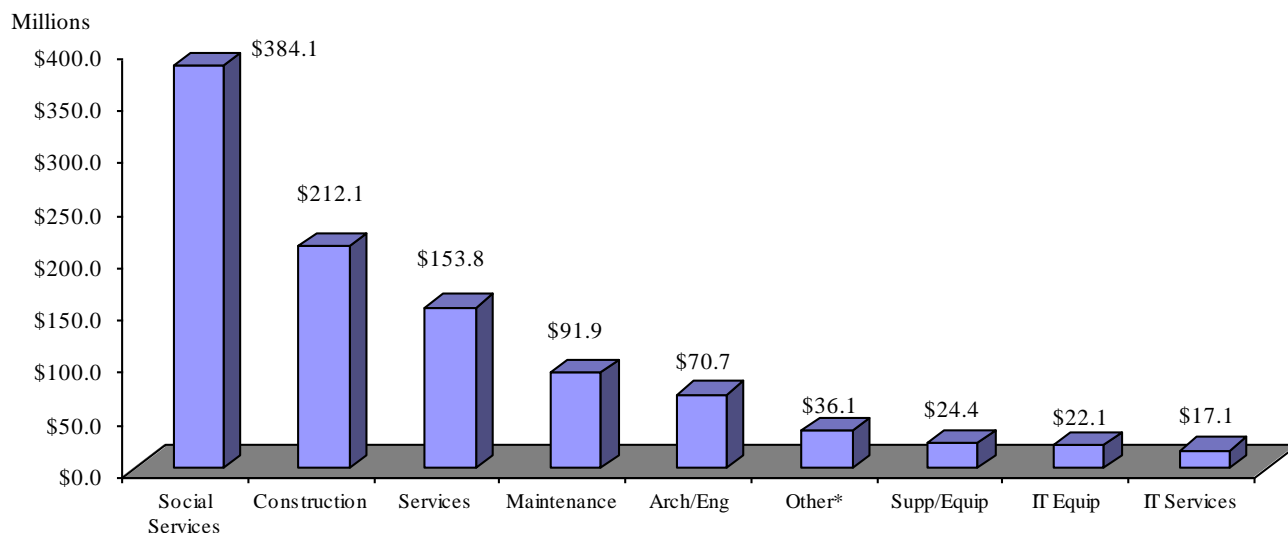
Table 3 and Chart 2 show the value and distribution of MBE payments by industry for FY 2009. Expenditures for human, cultural, social and educational services totaled \$384.1 million or 37.9% of all MBE payments, the largest share among all Maryland industries that participated in the MBE Program. Expenditures on construction amounted to \$212.1 million or 21.0% of the total, the second largest share. Services accounted for the third largest share of the MBE payments with \$153.8 million in expenditures or 15.2% of the total.

TABLE 3
VALUE AND DISTRIBUTION OF MBE PAYMENTS BY INDUSTRY: FY 2009

Industry	Prime Payments			Subcontract Payments			All Payments	
	Value	% of Industry	% of Total Value	Value	% of Industry	% of Total Value	Value	% of Total Value
Architectural/Engineering	\$14,135,093	20.0%	2.2%	\$56,557,197	80.0%	15.5%	\$70,692,290	7.0%
Construction	\$30,957,546	14.6%	4.8%	\$181,154,843	85.4%	49.7%	\$212,112,389	21.0%
Construction Related Services	\$3,892,817	30.4%	0.6%	\$8,892,552	69.6%	2.4%	\$12,785,368	1.3%
Corporate Credit Card	\$8,859,772	100.0%	1.4%	\$0	0.0%	0.0%	\$8,859,772	0.9%
Supplies & Equipment	\$18,389,838	75.5%	2.8%	\$5,968,373	24.5%	1.6%	\$24,358,210	2.4%
IT Supplies & Equipment	\$14,778,369	67.0%	2.3%	\$7,288,428	33.0%	2.0%	\$22,066,797	2.2%
IT Services	\$11,224,647	65.7%	1.7%	\$5,851,985	34.3%	1.6%	\$17,076,631	1.7%
Maintenance	\$75,369,338	82.0%	11.6%	\$16,536,066	18.0%	4.5%	\$91,905,404	9.1%
Human, Cultural, Social & Educational Services	\$382,286,561	99.5%	59.0%	\$1,850,782	0.5%	0.5%	\$384,137,344	37.9%
Services	\$73,232,678	47.6%	11.3%	\$80,587,131	52.4%	22.1%	\$153,819,809	15.2%
Direct Voucher	\$14,456,180	100.0%	2.2%	\$0	0.0%	0.0%	\$14,456,180	1.4%
Total	\$647,582,838	64.0%	100.0%	\$364,687,357	36.0%	100.0%	\$1,012,270,195	100.0%

Source: Governor's Office of Minority Affairs

CHART 2
DISTRIBUTION OF MBE PAYMENTS BY INDUSTRY (\$MILLIONS): FY 2009



* Includes construction related services, corporate credit card, and direct voucher categories.

Source: Governor's Office of Minority Affairs

ECONOMIC IMPACT OF THE MBE PROGRAM

The Maryland MBE Program helps retain and expand output, jobs and incomes for minority business enterprises. In addition, through secondary financial transactions between MBEs and other Maryland industries and institutions, the program helps employ many Marylanders in manufacturing, transportation, utilities, financial services, retail and other supporting establishments. The overall economic impact of the MBE Program is the sum of the direct and all those secondary economic benefits. The secondary benefits, in turn, are estimated using economic impact multipliers obtained from an input-output model of the State economy. The model is constructed using the nationally known IMPLAN input-output system of the University of Minnesota IMPLAN Group. The IMPLAN generated model produces output, employee income and employment multipliers associated with each broad category of MBE activity.

Table 4 shows the number of activities (industries) included in each of the MBE broad sectors as well the corresponding average multipliers and economic coefficients. These coefficients, when applied to State procurement payments by sector for FY 2009, provide a proxy for the number of direct jobs and employee income generated from MBE activities. The multipliers, in turn, measure the amount of additional output, income and employment that will result in all other Maryland industries and institutions that support the principal activities. For example, the MBEs in the construction sector consist of seven different industries that allocate approximately 28.6% of their expenditures to employee income. The construction industry, on average, employs an estimated six full-time equivalent persons per \$1 million of the industry output or expenditures. Every one dollar of output generated in the construction sector produces an additional \$0.82 in economic activity across all other Maryland industries. Every one dollar of employee income generated in the construction sector produces an additional \$0.50 income in other industries. Finally, every job created in the construction sector supports an additional 0.81 jobs in other industries.

TABLE 4
ECONOMIC IMPACT MULTIPLIERS FOR MBE SECTORS

Sector Name	# of Activities	Multipliers			Coefficients	
		Output	Income	Jobs	Income	Jobs
Architectural/Engineering	1	1.82	1.50	1.81	52.7%	8
Construction	7	1.63	1.90	2.03	28.6%	6
Construction Related Services	4	1.60	1.80	2.12	25.0%	5
Corporate Credit Card	12	1.60	1.47	1.32	39.4%	16
Direct Voucher	12	1.60	1.47	1.32	39.4%	16
Human, Cultural, Social & Educational Services	24	1.76	1.66	1.42	41.8%	19
IT Services	8	1.70	1.77	2.22	32.3%	5
IT Supplies & Equipment	1	1.68	1.41	1.44	49.3%	12
Maintenance	5	1.73	1.67	1.63	37.5%	11
Services	35	1.72	1.69	1.83	37.7%	9
Supplies & Equipment	15	1.66	1.71	1.76	34.1%	10

Source: IMPLAN 2007

In FY 2009, State agencies reported payments on MBE prime contracts and MBE subcontracts in the amount of \$1,012 million across the region (Table 5). MBE spending in Maryland communities totaled \$943.4 million or 93.2% of all MBE expenditures. These expenditures helped support 12,051 direct full-time equivalent jobs, \$362.3 million in direct wages and salaries, and about \$24.5 million in selected direct State and local tax receipts. The secondary impacts of the MBE Program, or the economic spin-off, include \$675.7 million in expenditures, 6,855 jobs, \$246.8 million in wages and salaries, and about \$21.6 million in State and local tax revenues. The total economic impact of the MBE Program -- sum of the direct and secondary impacts -- amounted to \$1.6 billion in expenditures, 18,906 jobs, \$609.1 million in wages and salaries, and about \$41.1 million in State and local tax revenues. Every \$1 million of State funds paid to businesses in the MBE Program helped support a total of 18.7 full-time equivalent jobs and \$40,622 in State and local tax receipts throughout Maryland. The MBE Program generated a total of \$1.7 in total economic impact per dollar of State procurement payments.

TABLE 5
ECONOMIC IMPACT OF MBE PROCUREMENT PAYMENTS IN MARYLAND: FY 2009

Impact Indicator	Direct	Secondary	Total
Expenditures (\$millions)	\$943.4	\$675.7	\$1,619.1
Per \$1 of Direct Expenditures	\$1.0	\$0.7	\$1.7
Employee Income (\$millions)	\$362.3	\$246.8	\$609.1
Employment (Full-Time Equivalent Jobs)	12,051	6,855	18,906
Per \$1 million of Direct Expenditures	12.8	7.3	20.0
State Tax Receipts (\$millions)	\$16.8	\$11.4	\$28.2
Retail Sales Tax	\$5.0	\$3.1	\$8.1
Personal Income Tax	\$11.9	\$8.3	\$20.1
Local Income Surtax (\$millions)	\$7.6	\$5.3	\$12.9
State and Local Tax Receipts (\$millions)	\$24.5	\$16.6	\$41.1
Per \$1 million of Direct Expenditures	\$25,951	\$17,636	\$43,588

Source: Governor's Office of Minority Affairs and DHCD, Office of Research

ECONOMIC IMPACT BY CONTRACT CATEGORY

Table 6 summarizes total economic impact data by contract category. MBE spending on prime contracts in Maryland was \$627.3 million in FY 2009, representing 96.9% of all in-state and out-of-state spending on MBE prime contracts and 66.5% of all in-state spending for both MBE prime and MBE subcontracts. Local expenditures on MBE prime contracts resulted in an overall economic impact of \$1,087.3 million, helped support a total of 14,358 jobs and produced an estimated \$28.0 million in selected State and local tax receipts.

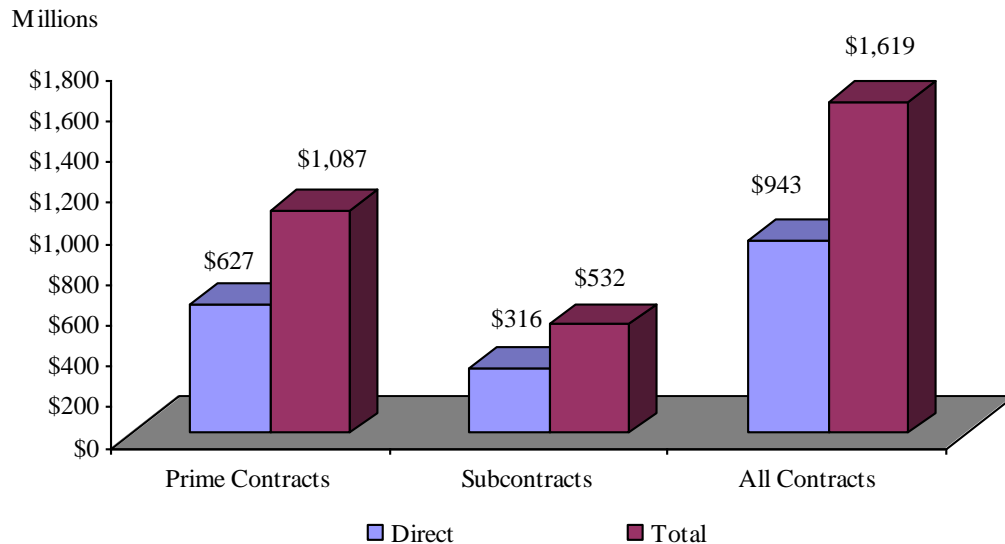
MBE spending on subcontracts in Maryland totaled \$316.2 million, representing 86.7% of all in-state and out-of-state spending on MBE subcontracts and 33.5% of all in-state MBE expenditures. These expenditures resulted in an overall economic impact of \$531.8 million, supported a total of 4,548 jobs and generated an estimated \$13.1 million in selected State and local tax receipts.

TABLE 6
ECONOMIC IMPACT OF MBE PROCUREMENT PAYMENTS IN MARYLAND: FY 2009

Impact Indicator	Prime		Subprime		All Contracts	
	Direct	Total	Direct	Total	Direct	Total
Expenditures (\$millions)	\$627.3	\$1,087.3	\$316.2	\$531.8	\$943.4	\$1,619.1
Employee Income (\$millions)	\$251.2	\$417.1	\$111.0	\$191.9	\$362.3	\$609.1
Employment (Full-Time Equivalent Jobs)	9,638	14,358	2,413	4,548	12,051	18,906
Per \$1 million of Direct Spending	15.4	22.9	7.6	14.4	12.8	20.0
State Tax Receipts (\$millions)	\$11.8	\$19.4	\$5.0	\$8.8	\$16.8	\$28.2
Retail Sales Tax	\$3.8	\$5.9	\$1.2	\$2.2	\$5.0	\$8.1
Personal Income Tax	\$8.0	\$13.5	\$3.8	\$6.6	\$11.9	\$20.1
Local Income Surtax (\$millions)	\$5.2	\$8.7	\$2.4	\$4.2	\$7.6	\$12.9
State and Local Tax Receipts (\$millions)	\$17.0	\$28.0	\$7.5	\$13.1	\$24.5	\$41.1
Per \$1 million of Direct Spending	\$27,128	\$44,716	\$23,617	\$41,349	\$25,951	\$43,588

Source: Governor's Office of Minority Affairs and DHCD, Office of Research

CHART 3
MBE IMPACT BY TYPE OF CONTRACT: FY 2009



Source: Governor's Office of Minority Affairs and DHCD, Office of Research

ECONOMIC IMPACT BY MINORITY CLASSIFICATION

Table 7 and Chart 4 highlight the direct and total economic impacts of the MBE Program by minority classification. The table also shows the return on State investment as measured by employment and tax receipts per \$1 million of State procurement payments to local MBEs.

Women Owned

Procurement payments to women-owned enterprises resulted in \$224.7 million in direct spending in the State economy, the largest impact among various minority groups. These direct expenditures helped support 1,972 jobs, \$80.9 million in employee income and about \$5.5 million in State and local tax receipts. The total economic impact, sum of the direct and secondary impacts, amounted to \$379.6 million in overall expenditures, 3,527 jobs, \$137.6 million in employee income and about \$9.3 million in State and local tax receipts. Every \$1 million of State procurement funds paid to local women-owned MBEs helped produce 8.8 direct jobs, 15.7 total jobs, \$24,305 in direct taxes, and \$41,420 in total State and local tax receipts.

Non-Profit

Non-profit MBEs accounted for the second largest share of the direct impact, representing \$218.2 million in expenditures, 3,983 jobs, \$90.4 million in employee income and about \$6.1 million in State and local tax receipts. The total economic impact of non-profit MBEs amounted to \$382.1 million in overall expenditures, 5,651 jobs, \$150.0 million in employee income and about \$10.0 million in State and local tax receipts. Every \$1 million of State procurement funds paid to non-profit MBEs helped produce 18.3 direct jobs, 26.1 total jobs, \$27,808 in direct taxes, and \$45,848 in total State and local tax receipts.

Sheltered Workshop

Sheltered workshops generated the third largest share of the direct economic impact, accounting for \$199.6 million in expenditures, 3,553 direct jobs, \$82.3 million in direct income, and \$5.6 million in combined State and local tax receipts. The total economic impact of sheltered workshops consisted of \$350.2 million in total spending, 5,113 jobs, \$136.9 million in employee income, and \$9.2 million in tax receipts. Every \$1 million of State procurement funds paid to sheltered workshops helped produce 17.8 direct jobs, 25.6 total jobs, \$27,913 in direct taxes, and \$46,019 in total State and local tax receipts.

African American

African American MBEs produced \$163.0 million in direct expenditures, supported 1,425 direct jobs and \$57.0 million in direct income, and helped generate \$3.9 million in State and local tax receipts. The total impact amounted to \$273.8 million in overall expenditures, 2,546 jobs, \$98.3 million in employee income and about \$6.8 million in State and local tax receipts. Every \$1 million of State procurement funds paid to African American MBEs helped produce 8.7 direct jobs, 15.6 total jobs, \$23,936 in direct taxes, and \$41,553 in total State and local tax receipts.

Asian

Asian MBEs supported \$70.6 million in direct expenditures, 592 direct jobs, \$29.6 million in direct income, and \$2.0 million in tax receipts. Total economic impact amounted to \$121.3 million in overall expenditures, 1,051 jobs, \$47.2 million in employee income and about \$3.1 million in State and local tax receipts. Every \$1 million of State procurement funds paid to Asian MBEs helped produce 8.4 direct jobs, 14.9 total jobs, \$28,197 in direct taxes, and \$44,511 in total State and local tax receipts.

Hispanic

Hispanic MBEs generated \$61.8 million in direct expenditures, supported 485 jobs, added \$20.3 million in employee income, and contributed \$1.4 million to State and local tax receipts. Total economic impact of Hispanic MBEs amounted to \$102.9 million in overall expenditures, 900 jobs, \$36.1 million in employee income and about \$2.5 million in State and local tax receipts. Every \$1 million of State procurement funds paid to Hispanic MBEs helped produce 7.8 direct jobs, 14.6 total jobs, \$22,278 in direct taxes, and \$40,383 in total State and local tax receipts.

Native American

Direct economic impact of Native American MBEs amounted to \$5.2 million in expenditures, 38 jobs, \$1.6 million in employee income, and about \$107,000 in selected tax receipts. Total economic impact of Native American MBEs consisted of \$8.6 million in overall expenditures, 72 jobs, \$3.0 million in employee income and about \$202,000 in State and local tax receipts. Every \$1 million of State procurement funds paid to Native American MBEs helped produce 7.3 direct jobs, 13.9 total jobs, \$20,428 in direct taxes, and \$38,728 in total State and local tax receipts.

Disabled

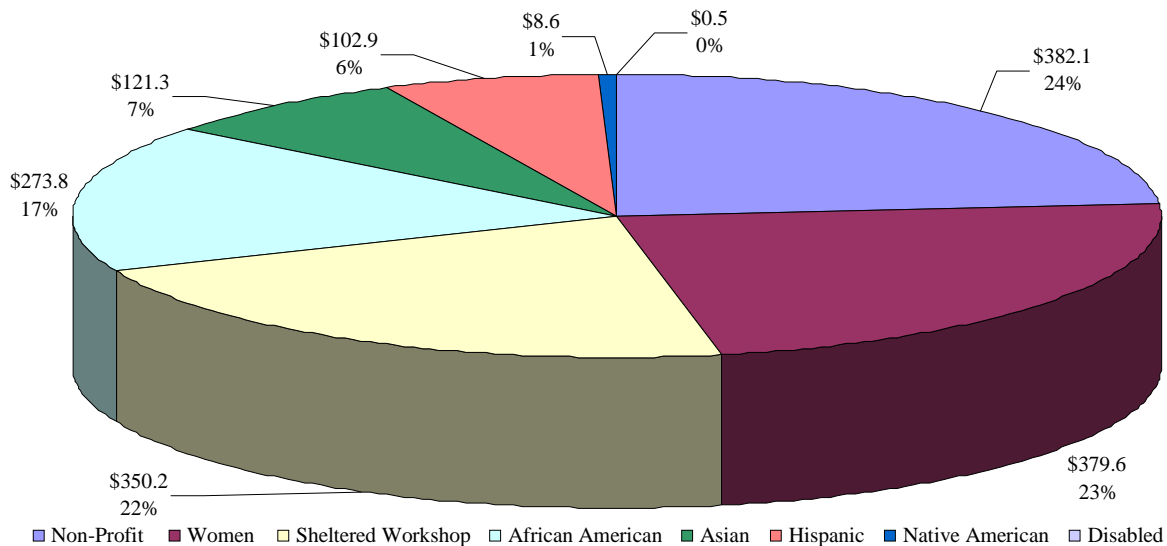
Finally, payments made on contracts awarded to the disabled MBEs helped produce \$314,634 in direct spending, 4 jobs, \$110,000 in employee income, and about \$7,200 in State and local tax receipts. Total economic impact of the disabled MBEs amounted to \$514,000 in overall expenditures, 6 jobs, \$182,000 in employee income and about \$12,200 in State and local tax receipts. Every \$1 million of State procurement funds paid to the disabled MBEs helped produce 11.2 direct jobs, 17.8 total jobs, \$22,874 in direct taxes, and \$38,920 in total State and local tax receipts.

TABLE 7
ECONOMIC IMPACT OF MBE PROCUREMENT PAYMENTS BY CLASSIFICATION IN MARYLAND: FY 2009

Impact Indicator	African American	Asian	Hispanic	Native American	Women	Disabled	Non Profit	Sheltered Workshop	Total
Direct Impact (\$millions)									
Expenditures	\$163.0	\$70.6	\$61.8	\$5.2	\$224.7	\$0.3	\$218.2	\$199.6	\$943.4
Income	\$57.0	\$29.6	\$20.3	\$1.6	\$80.9	\$0.1	\$90.4	\$82.3	\$362.3
Employment	1,425	592	485	38	1,972	4	3,983	3,553	12,051
Per \$1 million of Expenditures	8.7	8.4	7.8	7.3	8.8	11.2	18.3	17.8	12.8
State Tax Receipts	\$2.6	\$1.3	\$0.9	\$0.1	\$3.8	\$0.0	\$4.2	\$3.9	\$16.8
Retail Sales Tax	\$0.7	\$0.3	\$0.2	\$0.0	\$1.0	\$0.0	\$1.5	\$1.3	\$5.0
Personal Income Tax	\$2.0	\$1.0	\$0.7	\$0.1	\$2.8	\$0.0	\$2.8	\$2.6	\$11.9
Local Income Surtax	\$1.3	\$0.7	\$0.5	\$0.0	\$1.7	\$0.0	\$1.8	\$1.7	\$7.6
State and Local Taxes	\$3.9	\$2.0	\$1.4	\$0.1	\$5.5	\$0.0	\$6.1	\$5.6	\$24.5
Per \$1 million of Expenditures	\$23,936	\$28,197	\$22,278	\$20,428	\$24,305	\$22,874	\$27,808	\$27,913	\$25,951
Total Impact (\$millions)									
Expenditures	\$273.8	\$121.3	\$102.9	\$8.6	\$379.6	\$0.5	\$382.1	\$350.2	\$1,619.1
Income	\$98.3	\$47.2	\$36.1	\$3.0	\$137.6	\$0.2	\$150.0	\$136.9	\$609.1
Employment	2,546	1,051	900	72	3,527	6	5,691	5,113	18,906
Per \$1 million of Expenditures	15.6	14.9	14.6	13.9	15.7	17.8	26.1	25.6	20.0
State Tax Receipts	\$4.6	\$2.1	\$1.7	\$0.1	\$6.4	\$0.0	\$7.0	\$6.3	\$28.2
Retail Sales Tax	\$1.2	\$0.5	\$0.4	\$0.0	\$1.7	\$0.0	\$2.2	\$2.0	\$8.1
Personal Income Tax	\$3.4	\$1.6	\$1.2	\$0.1	\$4.7	\$0.0	\$4.7	\$4.3	\$20.1
Local Income Surtax	\$2.2	\$1.0	\$0.8	\$0.1	\$2.9	\$0.0	\$3.1	\$2.8	\$12.9
State and Local Taxes	\$6.8	\$3.1	\$2.5	\$0.2	\$9.3	\$0.0	\$10.0	\$9.2	\$41.1
Per \$1 million of Expenditures	\$41,553	\$44,511	\$40,383	\$38,728	\$41,420	\$38,920	\$45,848	\$46,019	\$43,588

Source: Governor's Office of Minority Affairs and DHCD, Office of Research

CHART 4
TOTAL ECONOMIC IMPACT OF MBES BY MINORITY CLASSIFICATION: FY 2009 (\$MILLIONS)



Source: Governor's Office of Minority Affairs and DHCD, Office of Research

ECONOMIC IMPACT BY MBE SECTOR

Table 8 and Chart 5 show the direct and total economic impacts of the MBE Program by industry sector. The table also shows the return on State investment as measured by employment and tax receipts per \$1 million of State procurement payments to local MBEs.

Architectural and Engineering

State funds paid to minority architectural and engineering enterprises resulted in \$57.7 million in direct spending in the State economy. These direct expenditures supported 478 jobs, \$30.4 million in employee income and about \$2.0 million in State and local tax receipts. Total economic impact, sum of the direct and secondary impacts, amounted to \$104.9 million in overall expenditures, 865 jobs, \$45.6 million in employee income and about \$2.9 million in State and local tax receipts. Every \$1 million of State procurement funds paid to local architectural and engineering MBEs helped produce 8.3 direct jobs, 15.0 total jobs, \$34,199 in direct taxes, and \$49,720 in total State and local tax receipts.

Construction

Construction establishments accounted for the second largest share of the direct impact by MBEs, representing \$186.3 million in expenditures, 1,150 jobs, \$53.3 million in employee income and about \$3.4 million in State and local tax receipts. The total economic impact amounted to \$302.9 million in overall expenditures, 2,335 jobs, \$101.2 million in employee

income and about \$6.9 million in State and local tax receipts. Every \$1 million of State procurement funds paid to construction MBEs helped produce 6.2 direct jobs, 12.5 total jobs, \$18,236 in direct taxes, and \$37,027 in total State and local tax receipts.

Construction Related Services

Construction related services companies supported \$11.3 million in direct expenditures, 54 direct jobs, \$2.8 million in direct income, and \$220,700 in combined State and local tax receipts. The total economic impact of construction related services consisted of \$18.0 million in total spending, 114 jobs, \$5.1 million in employee income, and \$359,500 in tax receipts. Every \$1 million of State procurement funds paid to construction related services companies helped produce 4.8 direct jobs, 10.1 total jobs, \$19,585 in direct taxes, and \$31,905 in total State and local tax receipts.

Corporate Credit Card

MBE expenditures through corporate credit cards resulted in \$8.6 million in direct spending, supported 136 direct jobs and \$3.4 million in direct income, and helped generate \$200,800 in State and local tax receipts. The total impact amounted to \$13.7 million in overall expenditures, 180 jobs, \$5.0 million in employee income and about \$300,400 in State and local tax receipts. Every \$1 million of MBE expenditures through corporate credit cards helped produce 15.8 direct jobs, 20.9 total jobs, \$23,377 in direct taxes, and \$34,982 in total State and local tax receipts.

Supplies and Equipment

MBE expenditures on companies providing supplies and equipment supported \$23.2 million in direct expenditures, 239 direct jobs, \$7.9 million in direct income, and \$548,500 in tax receipts. Total economic impact amounted to \$38.4 million in overall expenditures, 422 jobs, \$13.5 million in employee income and about \$1.0 million in State and local tax receipts. Every \$1 million of State funds paid to supplies and equipment companies helped produce 10.3 direct jobs, 18.2 total jobs, \$23,691 in direct taxes, and \$41,771 in total State and local tax receipts.

IT Supplies and Equipment

MBE expenditures on companies providing IT supplies and equipment generated \$18.0 million in direct expenditures, supported 213 jobs, added \$8.9 million in employee income, and contributed \$628,800 to State and local tax receipts. Total economic impact of these companies amounted to \$30.1 million in overall expenditures, 307 jobs, \$12.5 million in employee income and about \$846,300 in State and local tax receipts. Every \$1 million of State funds paid to these MBEs helped support 11.8 direct jobs, 17.1 total jobs, \$34,963 in direct taxes, and \$47,054 in total State and local tax receipts.

IT Services

Direct economic impact of IT services amounted to \$15.1 million in expenditures, 76 jobs, \$4.9 million in employee income, and about \$312,800 in selected tax receipts. Total economic impact of these MBEs consisted of \$25.7 million in overall expenditures, 169 jobs, \$8.7 million in employee income and about \$585,200 in State and local tax receipts. Every \$1 million of

State funds paid to IT services companies helped produce 5.0 direct jobs, 11.2 total jobs, \$20,657 in direct taxes, and \$38,638 in total State and local tax receipts.

Maintenance

Payments made on contracts awarded to MBEs involved in maintenance helped support \$88.2 million in direct spending, 995 jobs, \$33.1 million in employee income, and about \$2.3 million in State and local tax receipts. Total economic impact of these MBEs amounted to \$152.2 million in overall expenditures, 1,618 jobs, \$55.3 million in employee income and about \$3.7 in State and local tax receipts. Every \$1 million of State funds paid to these MBEs helped produce 11.3 direct jobs, 18.3 total jobs, \$25,942 in direct taxes, and \$42,194 in total State and local tax receipts.

Human, Cultural, Social and Educational Services

MBE contract payments to human, cultural, social and educational services helped support 380.1 million in direct spending, 7,159 jobs, \$158.9 million in employee income, and about \$10.7 million in State and local tax receipts. Total economic impact of these MBEs amounted to \$668.6 million in overall expenditures, 10,174 jobs, \$264.2 million in employee income and about \$17.7 in State and local tax receipts. Every \$1 million of State funds paid to these MBEs supported 18.8 direct jobs, 26.8 total jobs, \$28,122 in direct taxes, and \$46,451 in total State and local tax receipts.

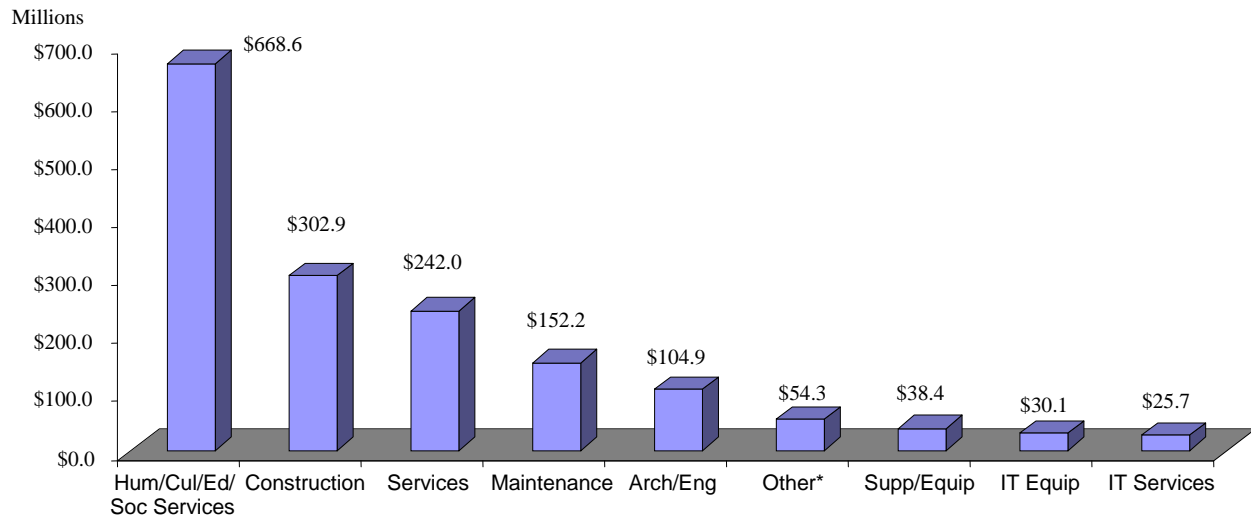
Services

Direct economic impact of MBE payments for services amounted to \$140.9 million in expenditures, 1,327 jobs, \$53.2 million in employee income, and about \$3.9 million in selected tax receipts. Total economic impact of these MBEs consisted of \$242.0 million in overall expenditures, 2,427 jobs, \$89.9 million in employee income and about \$6.4 million in State and local tax receipts. Every \$1 million of State funds paid to services companies helped produce 9.4 direct jobs, 17.2 total jobs, \$27,624 in direct taxes, and \$45,583 in total State and local tax receipts.

Direct Voucher

MBE expenditures through direct vouchers resulted in \$14.1 million in direct spending, supported 223 direct jobs and \$5.6 million in direct income, and helped generate \$332,500 in State and local tax receipts. The total impact amounted to \$22.5 million in overall expenditures, 295 jobs, \$8.2 million in employee income and about \$497,700 in State and local tax receipts. Every \$1 million of MBE expenditures through direct vouchers helped support 15.8 direct jobs, 20.9 total jobs, \$23,555 in direct taxes, and \$35,253 in total State and local tax receipts.

CHART 5
TOTAL ECONOMIC IMPACT OF MBES BY INDUSTRY SECTOR: FY 2009



** Includes construction related services, corporate credit card, and direct voucher categories.*

Source: Governor's Office of Minority Affairs and DHCD, Office of Research

TABLE 8
ECONOMIC IMPACT OF MBE PROCUREMENT PAYMENTS BY INDUSTRY SECTOR IN MARYLAND: FY 2009

Impact Indicator	Architectural Engineering	Construction	Construction Related Services	Corporate Credit Card	Supplies Equipment	IT Supplies Equipment	IT Services	Maintenance	Social Services	Services	Direct Voucher	Total
Direct Impact (\$millions)												
Expenditures	\$57.7	\$186.3	\$11.3	\$8.6	\$23.2	\$18.0	\$15.1	\$88.2	\$380.1	\$140.9	\$14.1	\$943.4
Income	\$30.4	\$53.3	\$2.8	\$3.4	\$7.9	\$8.9	\$4.9	\$33.1	\$158.9	\$53.2	\$5.6	\$362.3
Employment	478	1,150	54	136	239	213	76	995	7,159	1,327	223	12,051
Per \$1 million of Expenditures	8.3	6.2	4.8	15.8	10.3	11.8	5.0	11.3	18.8	9.4	15.8	12.8
State Tax Receipts	\$1.3	\$2.3	\$0.1	\$0.1	\$0.4	\$0.4	\$0.2	\$1.6	\$7.5	\$2.6	\$0.2	\$16.8
Retail Sales Tax	\$0.3	\$0.6	\$0.0	\$0.0	\$0.1	\$0.1	\$0.0	\$0.4	\$2.6	\$0.6	\$0.1	\$5.0
Personal Income Tax	\$1.0	\$1.7	\$0.1	\$0.1	\$0.3	\$0.3	\$0.2	\$1.1	\$4.9	\$2.0	\$0.2	\$11.9
Local Income Surtax	\$0.6	\$1.1	\$0.1	\$0.1	\$0.2	\$0.2	\$0.1	\$0.7	\$3.2	\$1.2	\$0.1	\$7.6
State and Local Taxes	\$2.0	\$3.4	\$0.2	\$0.2	\$0.5	\$0.6	\$0.3	\$2.3	\$10.7	\$3.9	\$0.3	\$24.5
Per \$1 million of Expenditures	\$34,199	\$18,236	\$19,585	\$23,377	\$23,691	\$34,963	\$20,657	\$25,942	\$28,122	\$27,624	\$23,555	\$25,951
Total Impact (\$millions)												
Expenditures	\$104.9	\$302.9	\$18.0	\$13.7	\$38.4	\$30.1	\$25.7	\$152.2	\$668.6	\$242.0	\$22.5	\$1,619.1
Income	\$45.6	\$101.2	\$5.1	\$5.0	\$13.5	\$12.5	\$8.7	\$55.3	\$264.2	\$89.9	\$8.2	\$609.1
Employment	865	2,335	114	180	422	307	169	1,618	10,174	2,427	295	18,906
Per \$1 million of Expenditures	15.0	12.5	10.1	20.9	18.2	17.1	11.2	18.3	26.8	17.2	20.9	20.0
State Tax Receipts	\$1.9	\$4.7	\$0.2	\$0.2	\$0.7	\$0.6	\$0.4	\$2.6	\$12.2	\$4.4	\$0.3	\$28.2
Retail Sales Tax	\$0.5	\$1.1	\$0.1	\$0.1	\$0.2	\$0.1	\$0.1	\$0.7	\$4.0	\$1.1	\$0.1	\$8.1
Personal Income Tax	\$1.5	\$3.5	\$0.2	\$0.1	\$0.5	\$0.4	\$0.3	\$1.8	\$8.3	\$3.2	\$0.2	\$20.1
Local Income Surtax	\$0.9	\$2.2	\$0.1	\$0.1	\$0.3	\$0.3	\$0.2	\$1.2	\$5.4	\$2.0	\$0.2	\$12.9
State and Local Taxes	\$2.9	\$6.9	\$0.4	\$0.3	\$1.0	\$0.8	\$0.6	\$3.7	\$17.7	\$6.4	\$0.5	\$41.1
Per \$1 million of Expenditures	\$49,720	\$37,027	\$31,905	\$34,982	\$41,771	\$47,054	\$38,638	\$42,194	\$46,451	\$45,583	\$35,253	\$43,588

Source: Governor's Office of Minority Affairs and DHCD, Office of Research

Governor's Office of Minority Affairs

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